

2015
YEARBOOK



TOGETHER
WE
CARE



TOGETHER WE CARE

Our seniors aspire to live and age independently in their homes and the community.

The Agency for Integrated Care (AIC), together with our Community Care partners, supports their aspiration. In 2015, we have continued to work closely with our partners to integrate more quality care services and make them more accessible to our seniors and their caregivers.

Together, we help to build and shape a vibrant community that cares, supporting our seniors to live well and age gracefully. In this Yearbook, we record some of our highlights for 2015.



OUR VISION

A vibrant care community enabling people to live well and age gracefully.

OUR MISSION

To enable our clients to achieve their best care outcomes, we:

- Improve access to appropriate care and support clients and their caregivers
- Grow and develop the Primary and Community Care sectors
- Transform the Care Community to support ageing-in-place

CONTENTS

- ✉ MESSAGE FROM CHAIRMAN 03
- 👉 A COMMUNITY THAT CARES 09
- 🌐 THE COMMUNITY OF AIC 48
- ⭐ OUR CONTRIBUTORS 60
- 💼 BOARD OF DIRECTORS 68

- ✉ MESSAGE FROM CEO 05
- 📅 A GLIMPSE INTO 2015 07
- 🤝 A COMMUNITY THAT WORKS TOGETHER 24
- ⚙ OUR ORGANISATION 66
- 💼 SENIOR MANAGEMENT 70



MESSAGE FROM CHAIRMAN



3

Dr Jennifer Lee
Chairman

In 2015, together with our partners, we continued to support more seniors to live independently in their homes and the community.

Through hospital referrals, supporting their transition between care settings, and bringing Community Care services closer to and into their homes, we have helped to integrate more aspects of care for them and their caregivers. We have also widened the care network to cover mental health and social care, and now give better support to caregivers through a wide range of financial assistance schemes and resources. Together, we help to support our seniors holistically as they age.

These efforts are possible because of the close collaborations we have with our Community Care partners. They join us in efforts to recruit more locals to join them, and are stepping up training for their employees. They proactively tap on training grants and send their employees to learn how to give better care, and to manage operations more effectively and efficiently. They have also welcomed resources and embarked on initiatives that raise productivity and the quality of care. Along the way, we, together with the sector, celebrated successes for quality care and service excellence.

Our partnerships extend to family doctors, who not only help patients lower the cost of care through the Community Health Assist Scheme (CHAS), but are also

updating themselves with new skills and knowledge to care for seniors and patients with mental health conditions. Our grassroots partners have been most helpful to reach out to their residents in their constituencies.

I sincerely thank all our partners and seek their continued support in caring for our seniors as a community.

And we remain grateful for the support of our AIC Board Members. Their guidance has helped shape much of AIC's work with the sector. On behalf of the Board, I would like to bid a fond farewell and acknowledge the contributions of our outgoing Board Members Mr Kwok Wui San, Mr Lee Seow Hiang, Associate Professor Pang Weng Sun and Dr Glenn Steele, and we look forward to working with our new

Board Members Dr Ang Seng Bin, Professor Alfred Chan, Associate Professor Chin Jing Joh and Mr Daniel Soh.

I also thank the AIC Senior Management and all our dedicated staff, without whom AIC would not have been able to deliver as much as it did, for their consistent hard work. I would like to commend our Community Case Management Service (CCMS) team who won the Public Service 21 (PS21) Star Service Team Award in 2015. This is a timely recognition for their excellent support to our clients and their caregivers.

I am confident that guided by our vision, mission and values, AIC in partnership with the sector will continue to build up a well-connected health and social care system for the benefit of all Singaporeans.



MESSAGE FROM CEO



5 **Dr Jason Cheah**
CEO

We celebrated our sixth birthday in 2015, and it was a meaningful year for many of us. We forged closer partnerships with our Community Care partners, enhanced the quality of care and made Community Care services more accessible. We continue to work towards a vibrant care community enabling people to live well and age gracefully.

More seniors like 65 year-old Mr Koh Chuan Seng are benefitting from care services that are more integrated and holistic. Mr Koh, despite being wheelchair-bound, is determined to be independent. He is happy moving around on his own at home and in the community with the support he received: ramps in his home through a HDB grant; subsidies for a motorised wheelchair and an electric hospital bed, which eased his financial load; support and care from the Singapore Programme for Integrated Care for the Elderly (SPICE) which Mr Koh attends in the day; and other services that strengthened his family's ability to manage his care needs well.

By working hand-in-hand with our partners, we have in the past year improved the quality of care for seniors like Mr Koh. Our home and centre-based partners developed guidelines and implementation guides to help them work towards delivering more holistic and quality care for seniors.

These resources were developed by workgroups comprising representatives from the Community Care sector, which truly represented an effort by the sector, for the sector.

Our nursing home partners have also been working hard to review and further improve quality standards in preparation for the coming enforcement of the Enhanced Nursing Home Standards (ENHS). AIC has been supporting them in this process, facilitating training collaborations with the Regional Health Systems (RHS), and conducting ENHS-related courses at the AIC Learning Institute. We are delighted with the efforts of our nursing home partners to raise care standards.

Ongoing efforts by the Community Care sector to improve care, enhance service quality and raise productivity contribute to a wealth of useful resources, ideas and best practices which can be shared at industry platforms. That is why many partners came together at the inaugural Intermediate and Long-Term Care (ILTC) Work Plan Seminar, second Community Care Forum, fourth ILTC Nutrition Movement and fifth ILTC Quality Festival, seeking to learn from the experiences of one another and from outside the sector.

And to enable our Community Care workforce to continue to deliver better care, we created opportunities for them to develop themselves personally and professionally. We supported them with more study awards and scholarships, including a new training award for family doctors interested to work with Community Care organisations. We embarked on several manpower initiatives like organising regional recruitment fairs to draw locals to take up meaningful careers in the sector.

The quality care services offered by our Community Care partners must also be made accessible to our clients and caregivers. We have hence created new resources including a mobile app, another three AICare Links and localised maps on eldercare information, and refreshed the Singapore Silver Pages portal. Together with the Singapore Silver Line, they provide a wider and comprehensive coverage of information on services and assistance well within easy reach of our clients.

2016 is expected to be a difficult year for the Singapore economy. We expect more may need support financially and for caregiving. We also expect higher public expectations on the quality and value of

Community Care services. AIC is committed to work closely with our partners to provide greater peace of mind and better care to those who need it.

Living to a grand old age and ageing well are blessings brought to us by improved nutrition, better lifestyles and medical science. The Ministry of Health (MOH)'s Action Plan for Successful Ageing is an exciting and meaningful plan to make Singapore the best home for our seniors. It will present opportunities for the Community and Primary Care sectors to work together with different partners to build a community of care for our clients.

We would like to thank MOH, our Community Care, Primary Care and Grassroots partners, the RHSes and other stakeholders for their strong support. Because of our work together, we have made these sectors more vibrant and progressive, and have been able to roll out the many initiatives featured in this Yearbook. I hope you will enjoy reading it.

Alongside our partners, let us strive to do even better, so that we can keep making a difference in the lives of our clients and their caregivers.



A GLIMPSE INTO 2015

LOCALISED
MAP

JANUARY

- * Regional Centralised Transport Service for Aged Care Facilities rolled-out in Central Singapore to help wheelchair-bound seniors more conveniently get to day care facilities.

- * Localised maps launched at Community Health Assist Scheme (CHAS) Family Carnival to help residents locate CHAS clinics and eldercare services near their home.



FEBRUARY

- * National Healthcare Group's (NHG) mobile Community Health Centre officially opened.



MARCH

- * Annual CHAS Appreciation event held to thank family doctors for their support in Primary Care.

APRIL

- * Seniors' Mobility and Enabling Fund (SMF) Transport Subsidy enhanced to provide higher transport subsidies for frail and needy seniors, including those in social day care centres.



- * Home Care and Centre-based Care Guidelines launched to align and enhance the quality of care services, so that seniors can receive holistic and quality home and centre-based care.

- * Nursing Home IT Enablement Programme (NHELP) implemented at Singapore Christian Home, the first nursing home to adopt the system.

MAY



- * Community Care Forum attended by more than **1,000** health and social care professionals to discuss and rethink Community Care for the future.



JUNE

- * Inaugural Senior Care Job Fair held in Yishun to raise awareness and attract jobseekers to join the Community Care sector.

- * Third AICare Link opened at Khoo Teck Puat Hospital to provide clients with information and assistance when applying for eldercare services and financial assistance.

- * AIC won the PS (Health) Excellence (Team) Award for the Pioneer Generation Package roll out.

900
APPLICATIONS**JULY**

- * Over **900** applications received at second Senior Care Job Fair held at Hong Kah North.

**AUGUST**

- * AIC's 6th Birthday!
- * Fourth AICare Link @ Maxwell opened its doors.
- * Over **90** study awards and scholarships given out at the ILTC Manpower Development Awards 2015. The ILTC – Palliative Care Training Award was also expanded and renamed as Community Care – GP Partnership Training Award (CC-GPPTA) to include support for family doctors embarking on Graduate Diplomas in family, palliative and geriatric medicine.

SEPTEMBER

- * New Community Resources, Engagement and Support Team (CREST) Team formed in Jurong East to serve senior residents living in the community.
- * Third Senior Care Job Fair for Community Care Sector held at Kovan Hub, attracting **500** people.



- * SG50 Appreciation Dinner organised to thank Pioneer family doctors for their contributions to healthcare.

- * AIC Learning Institute relocated to City Square Mall, Level 6.
- * Fifth AICare Link opened at Tan Tock Seng Hospital.

NOVEMBER**OCTOBER**

- * More than **500** Community Care professionals attended the ILTC Quality Festival to share insights and best practices for continuous quality improvement.
- * Community Case Management Service received the PS21 Star Service Team Award at the Public Service Award Ceremony 2015.

**NOVEMBER**

- * New AICare Link mobile app available for download to help users find financial subsidies that they, or their care recipients, are eligible for.

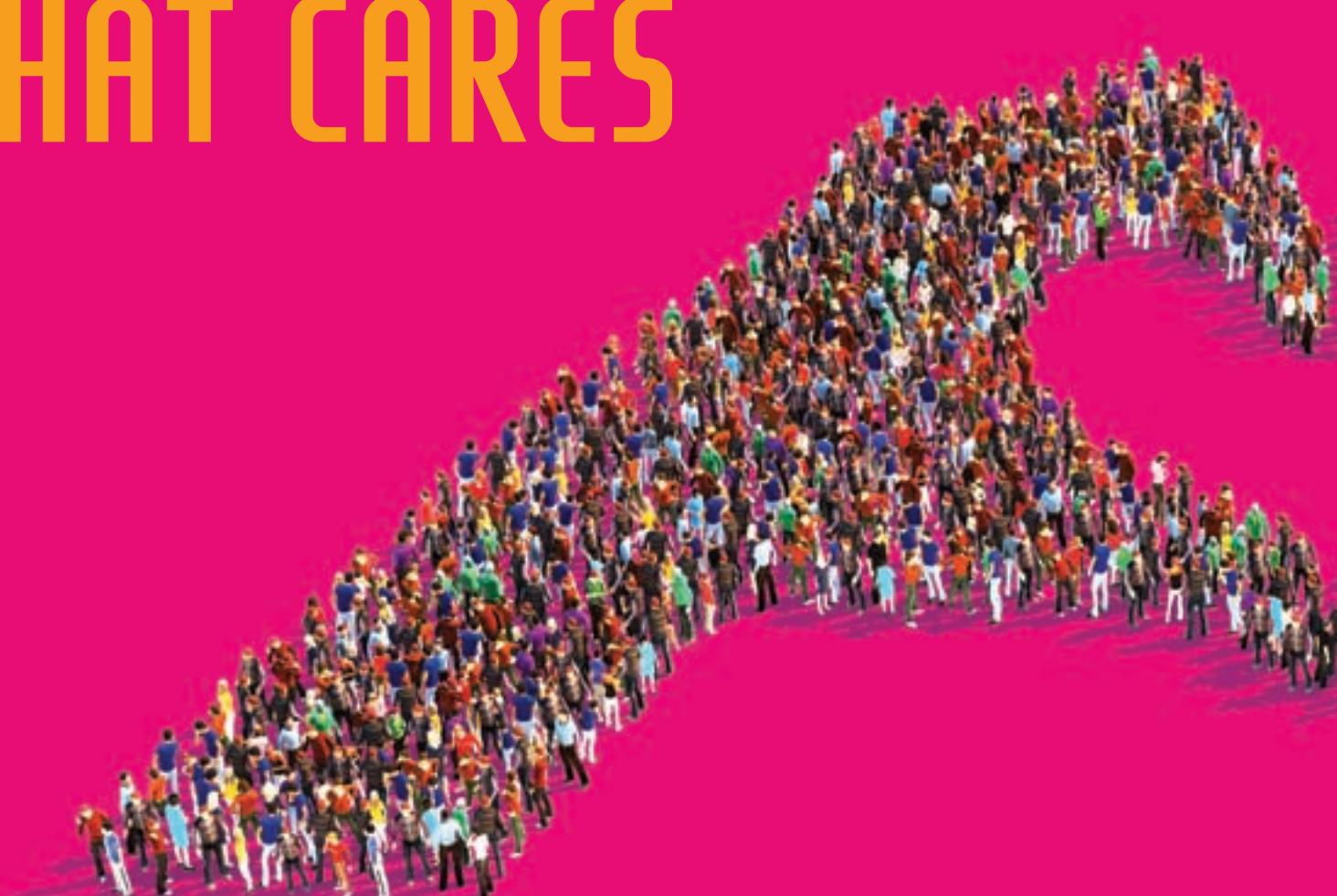
- * Singapore Silver Pages revamped to enhance the user-experience for those searching for eldercare information.

- * MOU signed between AIC and the Singapore Chefs Association at the ILTC Nutrition Movement 2015 to train Community Care chefs to improve quality of meals and food services for their clients. A special edition cookbook was also launched.

DECEMBER

- * Aged Care Transition (ACTION) expanded services to new hospitals such as the CGH Integrated Building, Jurong and Yishun community hospitals, and new wards in St Andrews Community Hospital to help more clients transit home successfully.

A COMMUNITY THAT CARES





Most seniors prefer to live and age well in the comfort of their own homes, surrounded by their loved ones, friends and neighbours. The availability of care and support services in the community helps to make this possible for them.

A community home care nurse who visits them, a nearby day care centre where they can go to for their rehabilitation and spend the day with friends, and financial assistance schemes to subsidise their care costs. These and more build up the community that enables our seniors to live well and age gracefully in a familiar environment, where they can carry on with their daily activities and continue to do the things they enjoy most.





BACK HOME AND IN THE COMMUNITY



Aged Care Transition (ACTION) teams

When seniors return home after being discharged from the hospital, they often need help with their daily activities like feeding, showering or toileting. Before discharge, ACTION teams conduct care assessments, link the seniors up with care services and provide caregiver training to ensure that they and their families are able to manage and cope well at home. Close to **8,000** clients have been assisted by the 12 ACTION teams based in public and community hospitals and the National Heart Centre.

10

Community Care Assessment and Care Coordination (ComCAT)

Started in April 2015, the ComCAT team visits the homes of seniors in poor health to comprehensively assess, recommend and coordinate the best solution for their care needs. They also provide patient education, caregiver training, and help monitor and support clients at home. ComCAT has since supported over **200** cases.

← ACTION teams support patients with complex care needs to return home successfully after discharge from hospitals.

Community Case Management Service (CCMS)

CCMS supports seniors who have multiple health and social care needs to age within their community. The case managers holistically coordinate care services, including home visits and referrals to enable them to receive the right care, at the right place and at the right time. Case managers also help to monitor clients' medical conditions, ensure they know their medications and provide emotional support and counselling, amongst other roles.

Three new Community Care partners – Hua Mei Centre for Successful Ageing, AMKFSC (COMNET Senior Services), and St. Andrew's Senior Care (Joy Connect) – came on-board in 2015 to provide community case management services. Over **160** seniors have been helped in 2015.

Help is at hand

Mr Koh Chuan Seng, 65, has been a CCMS client since April 2014. He has lost the use of both his legs, is wheelchair-bound, and is cared for by both his wife and daughter.

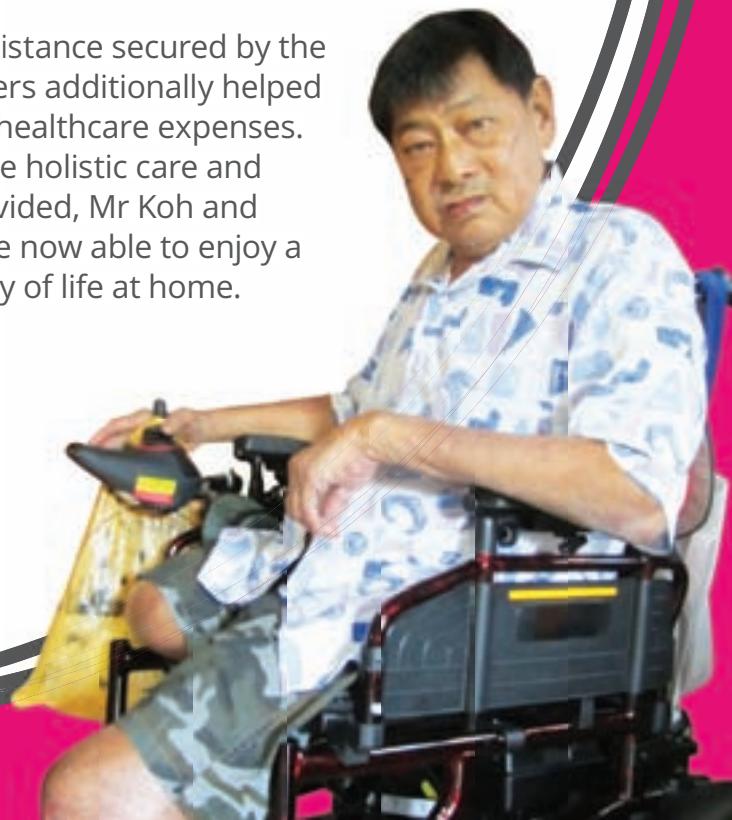
To help Mrs Koh and her daughter who works during the day, our case managers arranged for Mr Koh to receive care at SASCO Integrated Eldercare Centre (Clementi) under the Singapore Programme for Integrated Care for the Elderly (SPICE) programme. There, he received assistance for his care needs, including showering and taking his medication, and was engaged with various activities throughout the day.

Mr Koh is determined to live his life independently. Our case managers helped him apply for a subsidised motorised wheelchair through the

Seniors' Mobility and Enabling Fund (SMF), and arranged for ramps to be installed in his flat to help him get around with greater ease.

He also received home care services to clean and dress his wounds, and transport is arranged so he does not miss his medical appointments.

Financial assistance secured by the case managers additionally helped to lower his healthcare expenses. Thanks to the holistic care and support provided, Mr Koh and his family are now able to enjoy a better quality of life at home.





Interim Caregiving Service (ICS)

Seniors who require care support after being discharged from the hospital can do so under the ICS while waiting for permanent care arrangements. The service provides the senior with a trained caregiver for up to 144 hours to see to the senior's care needs in their homes. This gives families time to work out longer-term caregiving arrangements, such as hiring a helper.

Working together with Community Care organisations, ICS has been rolled out in **11** public and community hospitals, benefitting over **1,800** clients.

While Ms Jorah Binte Mohammed Yunor Bin Sani was looking for a domestic helper for her father after his hospital discharge, nursing aides from NTUC Health Co-Operative Limited's Care@ home Interim Caregiver Service helped to care for him during this period.

“

My dad was so well cared for at home. Our nursing aides gave me peace of mind while we were looking for a domestic helper.

- Ms Jorah Binte Mohammed Yunor Bin Sani.

”





Temasek Cares – Care Close to Home (TC-C2H)

TC-C2H is a pilot programme funded by Temasek Cares that provides swifter, more responsive and customised care for seniors through care teams stationed nearby, or even just below their rental HDB flats.

The care teams which comprise nurses, healthcare assistants and social workers, make frequent home visits to help coordinate medical and personal care services for these seniors with low or no family support.

The programme is currently being piloted at Ang Mo Kio and Kreta Ayer, and serves some **430** seniors.

Bringing care close to home

Mr Lee Kok Siang, 93, is a retired magician who lives in a HDB flat in Chinatown. Along with a host of medical problems, he has a history of falls. He is a beneficiary of the Temasek Cares – Care Close to Home (TC-C2H) programme in Kreta Ayer, and receives care from a team based at the Senior Activity Centre just downstairs.

After a bad fall last December, he was quickly tended to by the care team from the centre. They assessed his injury, sent him to the hospital for treatment and coordinated with the medical team on his discharge plans. They also assisted him with Activities of Daily Living such as showering, personal grooming, feeding

**At my age,
I need help, and 99
they help me.**

- Mr Lee Kok Siang.

and exercises. They even rearranged his furniture to clear the obstructions in his house to ensure that the home environment is safe and conducive for him.

Mr Lee is grateful to the TC-C2H care team for having supported him through his recovery.





HOlistic care for MEDically advanced (HOME) team

People with end-stage heart, lung and kidney failure and their families can find support with the multidisciplinary HOME teams, who provide home-based palliative care services.

HOME's clients are referred from specialist doctors at the public and

community hospitals, and are tended to by the teams of doctors, nurses and medical social workers. These teams are available round the clock to attend to their needs, give clients care support as they transition from the hospital back home, until the end of their lives.

Close to **2,000** patients have been supported by HOME as of December 2015.

Loving till the very end

Madam Zarina Binte Abdul Jabbar, 32, lives with her husband, Mr Rajamohan A/L K Rajagopal, 33. She has diabetes and renal failure, and has to be on haemodialysis treatment for the rest of her life. She is also a bilateral amputee, due to complications from her medical condition.

Mr Rajamohan loves his wife, and is dedicated to caring for her, regardless of her condition. To support them through this period of their lives, AIC's HOlistic care for MEDically advanced (HOME)

Programme has been supporting Madam Zarina through regular home nursing. The couple also receives medical and financial advice and counselling.



I am extremely thankful for all the help we are receiving, as it has helped us live well and allowed me to concentrate on getting better.

- Madam Zarina Binte Abdul Jabbar.

Integrated Community Mental Health Network

AIC collaborates closely with our Community Care partners to help create an integrated network to support people with mental health needs in the community.



Community Resources, Engagement and Support Team (CREST)

11 Community Resources, Engagement and Support Teams (CREST) reached out to over **13,000** people, increasing public awareness on mental health, providing basic emotional support and linkage to mental health services.



Elder Sitter (ES) Programme

Four Elder Sitter teams engaged over **300** seniors with early dementia in their homes with meaningful activities, educating their caregivers on how to better engage their loved ones and provided respite to them.



Community Intervention Team (COMIT)

Five community-based, allied health-led Community Intervention Teams (COMIT) provided counselling, home based assessment, interventions, case management and caregiver support to close to **1,200** clients with mental health needs in the community.



Assessment and Shared Care Team (ASCAT)

Four physician-led, multidisciplinary Assessment and Shared Care Teams (ASCAT) have assessed and treated close to **1,200** clients with mild to moderate mental health conditions.



Home Intervention (HI) Programme

Three Home Intervention (HI) teams have provided behavioural interventions to close to **120** persons living with dementia. The teams also provide support and caregiver education to their caregivers.

Community Health Centres

To support family doctors in caring for patients with chronic conditions like diabetes, the six Community Health Centres (CHCs), including a mobile clinic, offer diagnostic and allied health services. They help family doctors detect and treat chronic diseases early, helping patients get well sooner. Some 6,000 patients were served by the CHCs in 2015.



↑ Patients no longer need to travel to hospitals for eye and foot screenings with the nearby CHCs.

↑ Jurong East Community Health Centre, one of the six CHCs.

The Straits Times © Singapore Press Holdings Ltd. Reproduced with permission.



←
The mobile CHC by National Healthcare Group (NHG) serves residents in areas like Bishan, Toa Payoh, Hougang and Whampoa.

Financial assistance to support your caregiving



Community Health Assist Scheme (CHAS)

CHAS has helped close to **1.4 million** Singaporeans from lower-to middle-income families and Pioneers* to receive subsidies at some **1,500** CHAS family doctor and dental clinics, making healthcare more affordable for them.

Apart from the subsidies they receive at CHAS clinics, Pioneers can also enjoy an additional 50% off the subsidised bill at Specialist Outpatient Clinics (SOCs) and polyclinics.

Seniors' Mobility and Enabling Fund (SMF)

Seniors can tap on subsidies of up to 90% to help them remain mobile and live independently in the community. The subsidies can help them:



Obtain assistive devices. Over **10,800** seniors have received assistive devices such as wheelchairs, hospital beds, motorised devices, spectacles and hearing aids.



Travel to care centres. Over **4,400** seniors have received transport subsidies to help them travel between their homes and Senior Care, Day Rehabilitation, Dementia Day Care or Dialysis Centres which they attend.



Offset the cost of selected home healthcare items, or attend a Singapore Programme for Integrated Care for the Elderly (SPICE) programme.



PM Lee personally handed seniors their SMF-funded mobility devices at the Teck Ghee Active Ageing Night on 7 November 2015.

Over **2,700** frail seniors receiving home-based healthcare services have benefitted from subsidies for items such as catheters, milk feeds, diapers and wound dressings.

Foreign Domestic Worker (FDW) Training Pilot

12 FDWs were trained to care for seniors under a pilot programme launched in September 2015. The specially catered curriculum for FDWs covers the management of ADLs and incorporates a blended model of classroom and home based training with a focus on hand-on practice.

* Pioneers refer to Singaporeans who were born before 1950 and became a citizen before 1987.

	SENIORS' MOBILITY AND ENABLING FUND (SMF)	CAREGIVERS TRAINING GRANT (CTG)	FOREIGN DOMESTIC WORKER (FDW) GRANT	PIONEER GENERATION DISABILITY ASSISTANCE SCHEME (PIONEERDAS)
GRANTS DISBURSED	Over \$18 million	Over \$960,000	Over \$8.3 million	Over \$24.4 million
NO. OF BENEFICIARIES	Over 16,000	About 7,000	Over 10,000	Over 27,000
ABOUT THE SCHEME	Subsidies of up to 90% for assistive devices, travel to care centres and purchase of home healthcare items	Annual training subsidy of up to \$200 for caregivers to attend approved training courses.	Monthly cash grant of \$120 for caregivers who hire a FDW to help care for loved ones who need assistance with three or more Activities of Daily Living (ADLs).	A monthly cash payout of \$100 for Pioneers who need assistance with three or more ADLs.

More confidence to care

Mr Chew Chee Weng, a security guard, works 12-hour shifts. He was concerned about his mother's welfare and safety as he had to leave his mother solely in his domestic helper's care during the long hours away from home. When he found out about training courses for caregivers and the Caregivers Training Grant to pay for them, he promptly signed both himself and his helper up.

They attended the courses at Metta Day Rehabilitation Centre for the Elderly and the Primary Care Academy where they learnt how to transfer seniors from bed to wheelchair, change diapers, use the wheelchair safely and

how to check for vital signs. After the training, Mr Chew is more confident about caring for his mother and has peace of mind when he is at work, knowing that she is well taken care of by their domestic helper.

“

I'm glad I am able to take care of my mother in her old age, in our own home where she is comfortable and happy.

- Mr Chew Chee Weng.

”



Nursing Home Respite Care (NHRC)

Caregivers need not find themselves in a bind when their foreign domestic worker goes back on home leave. To help support them, some nursing homes offer temporary care for seniors with nursing care needs from seven days up to 30 days. Since April 2015, the service has gone mainstream, and has benefitted the families of more than **300** seniors.

Advance Care Planning

When a person is getting on with age and in poor health, it is important for their families to know what their end-of-life care wishes are. Advance Care Planning (ACP) helps doctors decide on the medical treatment to provide when patients are too ill to speak for themselves.

AIC partners public hospitals, the Singapore National Heart Centre and various Community Care partners to

facilitate ACP discussions with their patients.

Since 2011, over **1,800** facilitators and more than **400** ACP advocates have been trained.

Under the Enhanced Nursing Home Standards, all nursing homes are required to provide ACP services to their residents.



↑ One can plan for their future health and personal care through ACP. They can also download an ACP workbook to do so at the Living Matters portal (www.livingmatters.sg).

CarerSupport @ Centres

Launched in September 2015, five eldercare centres are taking part in this pilot programme to support close to **330** caregivers with the aim to reduce their caregiving load.

Services offered include screening for care needs, eldercare information, raising referrals, home visits and regular follow-ups once every quarter.

Centre-Based Weekend Respite Care (CBWRC)

Caregivers sometimes need a short break to take care of themselves and run some errands. They can do so with the help of weekend respite services at day care centres, which take care of their senior loved ones for a few hours. This gives time for caregivers to do what they need without worrying about their loved ones.

Time for herself

Ms Sin Yoke Kuen, 56, a part-time sales promoter, is the main caregiver for her aged mother Madam Tan Ah Lin, 87. For Ms Sin, placing her mother in the good care of NTUC Health's Silver Circle Senior Care once a week has been a welcome respite from her caregiving. She has her own medical needs for which she goes for dialysis treatment three times a week, leaving her feeling very tired.

Every Saturday, while Madam Tan is enjoying herself with activities at the centre, Ms Sin goes home to catch up on some housework and spend some leisure time reading the newspapers.

At the centres, their loved ones are well taken care of and have opportunities to participate in exercises and other meaningful activities, while making new friends. As of December 2015, the families of over **120** seniors have benefitted from the respite care services.



66 **They are very patient and caring. They take a great load off my mind as I know my Mom is in good hands.**

- Ms Sin Yoke Kuen.



CLICK, CALL, VISIT FOR ASSISTANCE

CLICK

SINGAPORE SILVER PAGES	CARERS SG	MOBILE E-CARE LOCATOR (MEL)	AICARE LINK MOBILE APP
<p>The one-stop portal on eldercare and caregiving for useful resources and tools. Users' experience of the portal has improved following its revamp in November 2015. It is now also fully mobile-integrated for those who need information on the go.</p> 	<p>An online community which supports caregivers through the sharing of information, resources and experiences on providing care to their loved ones.</p> 	<p>Available on both Android or iOS mobile devices, it helps users search for useful health and social care services located near where they live.</p> 	<p>AIC's newest mobile app launched in November 2015. It helps users to conveniently find the subsidies and grants that they are eligible for. It is available on Android and iOS mobile devices.</p> 
<p>Close to 30,000 use Singapore Silver Pages as a resource to find information on eldercare and caregiving every month.</p>	<p>The community is now over 10,000 strong.</p>	<p>Over 12,000 downloads.</p>	<p>Over 3,000 downloads.</p>
www.silverpages.sg	www.facebook.com/CarersSG	Search for "Mobile E-Care Locator" on the Apple App Store or Google Play Store	Search for "AICare Link" on the Apple App Store or Google Play Store

VISIT



AICARE LINKS

Clients and caregivers can walk in to get advice from care consultants on various financial assistance schemes and eldercare resources at any of the five AICare Links, which are one-stop resource centres for care needs. **Three** new AICare Links opened in 2015.

Over
22,700 people
helped so far.

AICARE LINK @ MAXWELL

7 Maxwell Road
#04-01MND
Complex Annex B
Singapore 069111
Above Amoy Street
Food Centre

Operating Hours:
Mondays to Fridays
8.30 am to 5.30 pm
Closed on weekends
and public holidays

AICare LINK @ KTPH

90 Yishun Central
Singapore 768828
Patient Service Centre,
Tower B, Level 1

Operating Hours:
Mondays to Fridays
9.30 am to 6.00 pm
Saturdays, 8.30 am to 12.30 pm
Closed on Sundays and
public holidays

AICARE LINK @ TTSH

11 Jalan Tan Tock Seng
Singapore 308433
CareConnect, Level 1,
Atrium

Operating Hours:
Mondays to Fridays,
9.30 am to 6.00 pm
Saturdays, 9.00 am to 1.00 pm
Closed on Sundays and
Public Holidays

CALL

SINGAPORE SILVER LINE

The toll-free national eldercare helpline helps seniors and their caregivers navigate and access relevant eldercare and caregiver support services easily. Don't speak English? No problem, because the customer care officers can speak Chinese, Malay, Tamil and dialects too.

Over
48,000 callers
helped in 2015.

1800-650-6060

Operating hours:
Monday to Friday: 8.30am
to 8.30pm
Saturday: 8.30am-4pm
Closed on Sundays and
Public Holidays

ELDERCARE INFO CORNER

These information stands are located in the community and provides members of the public with informative brochures and application forms on AIC's services and schemes.

115 Eldercare Info Corners can now be found at Community Centres, polyclinics, public and community hospitals and other locations islandwide.

LOCALISED MAPS

These maps are customised for each constituency and they help users find their way to CHAS clinics and eldercare facilities in the vicinity.

87 localised maps for have been created. The maps can be downloaded from www.silverpages.sg.

A COMMUNITY THAT WORKS TOGETHER



Putting their heads and hearts together. Our Community Care partners continuously strive to expand and improve their programmes and services to enhance the quality of care for our seniors.

We focus on strengthening the partnerships between our stakeholders to support innovation, manpower, quality and productivity initiatives for the Community Care sector.





FORGING AND BUILDING COMMUNITY PARTNERSHIPS

Imagining and rethinking Community Care for the future together

More than **1,000** professionals from the health and social care sector attended the Community Care Forum in May. The keynote lectures, workshops and plenary sessions covered topics including Community Care, population health, dementia and mental health. Participants were inspired to imagine, rethink and develop better and more people-centred care for our seniors and their caregivers for the future.

“It was very encouraging and timely to see the many new initiatives developed for the Community Care sector and a good opportunity to network with like-minded healthcare professionals, including our community partners,” said Dr Camilla Wong, Deputy Director, Allied Health Division, Singapore General Hospital.



↑ Senior Minister of State for Health and Manpower Dr Amy Khor interacting with residents from Sree Narayana Mission Home for the Aged Sick at the Community Care Forum 2015.



More collaboration in store for Community Care

Some **160** leaders from **87** organisations took part in the inaugural Intermediate and Long-Term Care (ILTC) Work Plan Seminar in April to identify ways to support each other and better integrate community care for seniors. Several common areas of interest and possible collaborations were discussed. These included working more closely together to develop new manpower resourcing strategies, improving care quality standards and ramping up community mental health programmes.

Chief Corporate officer Chern Siang Jye (left) facilitating a lively panel discussion between participants and (from left to right) ILTC Manpower Council Co-Chair Dr R. Akhileswaran, Strategic Advisory Council for Quality Improvement Chairperson Mr Chua Song Khim and Director (Aged Care Services), Ministry of Health, Mr Ong Yunn Shing.



Knowledge sharing by mental health advocates

Over **350** Community Care professionals and caregivers got together at the Regional Congress of the World Federation for Mental Health in October to share ideas on what makes mental health interventions holistic and innovative.

Co-organised by Silver Ribbon Singapore, Raffles College of Higher Education and supported by AIC, local and overseas mental health experts shared a wealth of information on research findings, medical education and mental health in primary care.



Minister for Health Mr Gan Kim Yong (right) greets a representative from the Singapore Association for Mental health.



Widening the Local Community Support Network

The Local Community Support Network (LCSN) established two years ago has gained further traction on the ground as AIC together with the Institute of Mental Health and other community partners continue to support and engage each constituency in managing its at-risk residents for mental health. The support network has received more than **500** cases encountered in over **30** neighbourhoods such as Kembangan-Chai Chee, Macpherson and Taman Jurong, identified their residents' care needs and referred them to appropriate services.

Since 2015, AIC has been managing hoarding cases which can be complex and involve the support of various government agencies in case coordination. Collaboration has been ongoing among the Municipal Services Office (MSO), Housing Development Board (HDB), Ministry of Social and Family Development (MSF), Singapore Police Force (SPF), National Environment Agency (NEA) and AIC to better manage hoarding cases in the community.

Health and mind matters in Primary Care

Patients who have mental health issues in addition to their complex chronic conditions can now be better cared for by multidisciplinary teams set up within polyclinics.

Established in 2015, the Health and Mind Service (HMS) in Primary Care comprises teams of doctors, psychologists, medical social workers and nurses working closely together to integrate mental health services as part of primary care.

Over **350** clients have been identified and are being cared for at the Ang Mo Kio polyclinic where HMS was first set up. The programme will be rolled out to more polyclinics.

Family doctors on board with mental health

Over **100** family doctors are now equipped and ready to provide mental health services in the community. They are part of the Mental Health General Practitioners Partnership Programme, which provides training on how to

care for patients with stable mental health conditions. They can also diagnose and manage new patients at their own clinics. Over **1,200** patients are now seeing family doctors for their mental health needs.



Dr Yap sees about 15 to 20 patients with mental health issues each month. ↑

Helping patients get back to normal life

One of them is coffee shop assistant Madam Yap, 52, who was diagnosed with schizophrenia three years ago.

After her discharge from the Institute of Mental Health (IMH), she followed up her treatment with Dr Mark Yap, whose clinic is near her home. Through the help received from the regular consultations, Madam Yap has the support she needs to lead an independent life in the community.

Keeping our ties with family doctors strong

Family doctors play a central role in the care of seniors. AIC meets them regularly to gather insights on their needs on how to better support patients to live well at home and in the community. The engagement covers support for family doctors from the **1,500** Community Health Assist Scheme (CHAS) and **600** Public Health Preparedness Clinic (PHPC) clinics.

Staying in touch

AIC organises quarterly meetings with the National GP Advisory Panel (NGPAP) and publishes articles in various primary care related publications. This allows GPs to share their experience and insights and stay updated.



Pioneer GPs gathered for an SG50 Appreciation Dinner with Minister for Health Mr Gan Kim Yong and Minister of State for Health, Dr Lam Pin Min.



Showing appreciation

To thank Pioneer General Practitioners (GP) for their dedication and contributions to healthcare in Singapore over the past few decades and in conjunction with Singapore's Golden Jubilee, AIC, the College of Family Physicians Singapore and MOH jointly organised an SG50 Appreciation Dinner for **130** Pioneer GPs on 30 October.

CHAS doctors were also thanked for their support at the Annual CHAS Appreciation and Continuing Medical Education (CME) event on 21 March.

Networking sessions

Our centre-based partners have new opportunities to share and learn from experts, community partners and each other with the quarterly networking sessions organised by AIC.

Four networking sessions have since been held in August and November.



Participants get to learn from experts and each other.

↑ Participants on a guided tour around SASCO Integrated Eldercare Centre during a ↓ networking session.



Nursing befrienders

Nursing students together with AIC's Aged Care Transition (ACTION) teams are now providing longer term monitoring of patients and caregivers for up to six months post-discharge. This is part of the befriending programme launched by ACTION in August in partnership with the Alice Lee School of Nursing.

Raising awareness of case management

To help raise awareness of case management to other healthcare professionals, ACTION teams in the public hospitals showcased their work during Case Management Week.



↑ ACTION team members with Principal Consultant & Chief, Care Transition Division Dr Wong Loong Mun (right) at Case Management Week.



AIC in the community

AIC, the public hospitals, grassroots and other community partners are working together to strengthen seniors and caregivers' access to care information and resources. Besides setting up AICare Links at Changi General Hospital, National University Hospital, Khoo Teck Puat Hospital, Tan Tock Seng Hospital and MND Complex, AIC also partners the grassroots for year-round events across Singapore to publicise financial assistance schemes and care programmes.

32

CHAS for the family

Over **1,000** Tampines residents turned up at the Community Health Assist Scheme (CHAS) Family Carnival on 11 January 2015 to commemorate Singapore's 50th birthday, honouring the Pioneers who contributed to our nation's growth. There were games and other activities for the young and old to learn about CHAS as well as a booth on site to assist residents in signing up for CHAS.



Localised maps showing the locations of nearby CHAS clinics and eldercare services in the five constituencies in Tampines were also launched at the event. The maps have since been produced for all constituencies in Singapore.

PM Lee with the AIC team at the Teck Ghee Active Ageing Night. ↓



Partnering the community

Members of Parliament (MPs), constituency Advisers and grassroots leaders are important partners of AIC to build up a strong care network in the community.

We have participated in various grassroots events including the Teck Ghee Active Ageing Night held in

Dr Lily Neo, Adviser and MP for Kreta Ayer-Kim Seng, visits the AIC booth at a grassroots event.



Reaching out to more patients at the polyclinics

To raise awareness of the services and schemes available for seniors and their caregivers, Chua Chu Kang Polyclinic partnered AIC to set up an Eldercare Information Booth at its premise in November. This brought eldercare information and resources within easier reach of patients. A Client Relations Associate is also on duty at the booth to address any questions which patients or caregivers may have. AIC plans to set up more of such booths over the next few years.



The new AIC Information booth ↑ at Choa Chu Kang Polyclinic.



MORE HANDS ON DECK FOR THE SECTOR

As the Community Care sector expands in tandem with the growing number of care facilities and services, AIC partners the Community Care providers to recruit more locals to take up meaningful careers in this sunrise sector. Many of the jobs are offered by community hospitals, senior care centres, home care, hospices and nursing homes.



Three regional job fairs with over **30** Community Care partners represented were organised in May, July and September 2015. The fairs attracted over **1,550** visitors and **1,053** job applications have been received.



Several initiatives were piloted to attract, develop and retain local community support care workers. They include a Community Care Discovery Programme (CCDP) that offers potential job-seekers an opportunity to experience the sector and gain a deeper understanding of the diverse

roles of community support care workers.

Singaporeans keen to join the sector can also sign up for a new traineeship programme that will equip them with skills to become Senior Care Associates, Healthcare Assistants and Therapy aides.

And to retain good staff, Singaporeans who join the sector from 1 June 2015 as community support care staff will receive a "Welcome-to-Community Care" bonus which is equivalent to an additional month of their basic salary, at the end of their first year of employment.

Those who are interested can apply at www.carecareers.sg.

Skills Upgrading



Senior Minister of State for Health and Manpower Dr Amy Khor presented over **90** study awards and scholarships to students, nurses, allied health professionals, administrators and family doctors at the 2015 Intermediate and Long-Term Care (ILTC) Manpower Development Awards on 27 August.

The awards enable them to upgrade their skills so that they can provide better quality of care for seniors.

The awards given out included the Balaji Sadasivan Study Award, Social & Health Manpower Development Programme for the Intermediate and Long-Term Care (SHMDP-ILTC), ILTC-Upgrading Programme (ILTC-UP) and the new Community Care - GP Partnership Training Award (CC-GPPTA).

No longer afraid of bad news

Dr Melvin Goh, a practising family doctor of 23 years, was one of the awardees



for the CC-GPPTA (formerly ILTC - Palliative Care Training Award) in 2015. Previously uncomfortable dealing with death or breaking bad news to his patients, this changed after he was inspired by the care provided to his wife by a palliative care doctor in her last days before she passed away from cancer four years ago.

The award, which supports family doctors interested in furthering their training in palliative, geriatric and family medicine, supported him to obtain his Graduate Diploma in Palliative Medicine. He is now supporting the Singapore Cancer Society, which sponsored his award. A total of **14** awards have been given out as of December 2015.

Boosting the skills of the Community Care workforce

	SCHOLARSHIPS AND STUDY AWARDS	TRAINING
WHAT IT COVERS	<ul style="list-style-type: none"> Balaji Sadasivan Study Award Supports students interested in or currently pursuing a NITEC or Diploma in Nursing or Allied Health to pursue a career in the Community Care sector. ILTC-Upgrading Programme (ILTC-UP) Supports Community Care staff to upgrade from a Diploma to pursue a Degree in Nursing or Allied Health disciplines. Social & Health Manpower Development – Intermediate and Long-Term Care (SHMDP-ILTC) <ul style="list-style-type: none"> Fellowship Scheme supports Community Care staff to pursue higher degrees (Masters, Advanced Diplomas) and specialised training or skills attachment at local or overseas health and social care institutions. Visiting Expert Scheme supports Community Care organisations to engage local and overseas experts, who specialise in areas relevant to the sector, to transfer skills and knowledge to local staff through lectures, seminars, and workshops. Community Care – GP Partnership Training Award (CC-GPPTA) Supports family doctors interested in furthering their training with Diplomas in palliative, geriatric and family medicine. 	<ul style="list-style-type: none"> AIC Learning Institute Facilitates training programmes and courses to equip the Community Care workforce with relevant skills. Courses may receive funding support of up to 90% of the fees for Singaporeans and Permanent Residents. HPF Conference Fee Subsidies Supports the training needs of Community Care institutions, covering local and overseas conferences.
AMOUNT INVESTED IN THE SECTOR	<p>Over \$8.7 million invested as of December 2015</p>	<p>Over \$400,000 in 2015</p>
OUTCOMES	<p>Close to 600 awards given out as of December 2015</p>	<p>Funded over 4,400 participants in 2015</p>

New Programme on Integrated Care for Leaders

The inaugural Integrated Care for Leaders was organised for **38** senior healthcare professionals, policy-makers and planners to network and help them better understand the principles, approaches, challenges and opportunities for integrated care in Singapore.

As part of the four-and-a-half-day course, participants visited various Community Care facilities to get a better understanding and appreciation of the realities and challenges they face.



A new home for AIC Learning Institute

AIC Learning Institute (LI) moved to City Square Mall, Level 6 in October. The Learning Institute is AIC's centre of excellence for building the professionalism and competence of the Community Care workforce.

Over **256** training courses are available for all levels of staff in the sector. More than **4,400** participants attended courses offered by the institute last year.



↑ AIC Learning Institute (LI) is now located at City Square Mall, Level 6.

Learning from experts

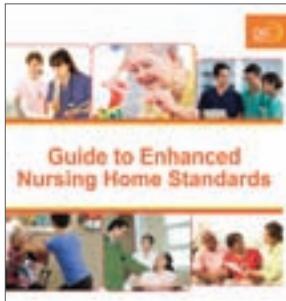
More than **100** occupational therapists learnt how to better operate wheelchairs from Ms Cher Smith, a visiting expert from Canada at the five-day Health Manpower Development Plan (HMDP) - Visiting Experts workshop organised by AIC together with Tan Tock Seng Hospital in November. The training strengthens the therapists' understanding and ability to help patients manoeuvre their wheelchairs safely and with ease.



TOGETHER FOR QUALITY

More than **30** nursing homes have partnered the Regional Health Systems (RHS) and appointed trainers to raise the quality of care for their residents. This has prepared them to meet the Enhanced Nursing Home Standards (ENHS) which will be enforced in 2016.

To further support our nursing home partners to meet the ENHS, AIC helped to conduct voluntary assessments to identify areas for improvements against the ENHS, and in 2014, produced the "Guide to Enhanced Nursing Home Standards".



↑ Hands-on practice sessions at ENHS training courses.



↑ Discussing and learning how to improve quality of care for nursing home clients.

Training to meet the standards

To learn how to better develop structured care plans that help care staff at Lee Ah Mooi Old Age Home work more productively for quality care, Mr Then Kim Yuan, the home's Nursing Home Administrator, attended an ENHS-related training course on Care Planning in 2015.

66

The newfound knowledge has been effective in reducing the admission assessment times of our residents, helps ensure consistency in care standards and allows for clearer communication in the reporting and updating of residents' conditions.

- Mr Then Kim Yuan.

99



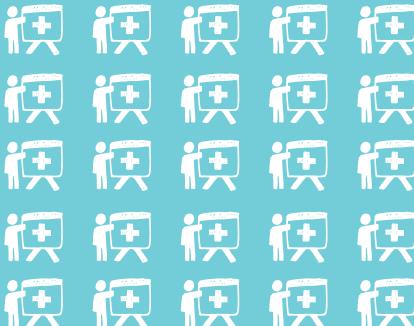
Quick Figures



More than
30
nursing homes partnered
the six Regional Health
Systems (RHS) in training to
build capability for ENHS.

Over
90%
of nursing homes worked
with AIC to review their
work processes to prepare
for the ENHS in 2016.

AIC Learning Institute
conducted more than
250
runs of
training courses
related to ENHS.



85%
of nursing home
providers engaged
pharmacist services to
improve their medication
processes.

Discussions were held among industry partners
↓ to develop the Guidelines.



New guidelines, better care

To better help home and centre-based care partners improve their quality of services, a workgroup comprising healthcare professionals, policymakers and other Community Care partners developed the Home Care and Centre-based Care Guidelines which were introduced in April 2015.

40

These Guidelines serve as a reference for centre-based and home care partners to work towards delivering holistic and quality care for our seniors.

The Guidelines recommend training and skills upgrading, as well as promote greater collaboration and sharing of resources and ideas to enhance the quality of care.



↑ The workgroup members for the Implementation Guides to the Home and Centre-based Care Guidelines.



Putting it into practice

Putting the new Guidelines to work can be a complicated business. To help our home and centre-based partners operationalise them, AIC launched two Implementation Guides in August. These Implementation Guides were developed in collaboration with industry workgroups.

The Implementation Guides to the Home and Centre-based Care Guidelines explain the

intent of the Guidelines, define key terms, detail operational implementation processes and provide resources such as sample templates and tools.

The Guides were distributed to Community Care partners in November, and are also available through AIC's Learning Management System (LMS).



Useful enablers

Many of AIC's Community Care partners have benefitted from the Implementation Guides.



The Implementation Guide to the Guidelines for Centre-based Care covers many aspects of care delivery and serves as a good reference tool. Some of the explanatory notes and good practices of other centres showcased are useful for us to learn from.

- Ms Maimunah Mapuz,
Medical Care Manager,
Metta Day Rehabilitation
Centre for the Eldery.



Grants to enhance productivity and quality of care

Healthcare Productivity Fund – Intermediate and Long-Term Care

HEALTHCARE PRODUCTIVITY FUND – ILTC
TRANSFORMING THE SECTOR THROUGH PRODUCTIVITY

To raise productivity so that more time can be spent on quality care for clients, our Community Care partners can tap on the Healthcare Productivity Fund – Intermediate and Long-Term Care (HPF-ILTC) for various productivity projects.

Community Health Improvement & Productivity Scheme (CHIPS) supports institutions that adopt strategies to improve workflow processes, leveraging automation, technology, or quality improvements that have been proven to deliver productivity outcomes.

70 projects	32 organisations	850 man hours saved daily
At least 10% productivity gains for all projects		Over 1,500 residents and clients benefitted



NHELP supports the day-to-day work of nursing homes in various areas such as resident care and medication.

Photo courtesy of Ren Ci @ Bukit Batok St 52

Nursing Home IT Enablement Programme (NHELP) supports nursing homes to adopt Information Technology (IT) to help boost productivity. As of December 2015, **six** nursing homes have implemented NHELP. Singapore Christian Home was the first nursing home to implement NHELP.

66 NHELP allows for timely information access and response from our multi-disciplinary teams on our residents' care and progress. This holistic approach enhances the care given to our residents,

- Ms Jane Long, Director of Nursing, Singapore Christian Home.





Shared Procurement and Services

helps to achieve cost savings arising from competitive pricing and increases productivity. As of December, some **\$3.45** million was saved by **32** Community Care partners who participated in this initiative.

66

I am happy and proud to be part of this programme. It has ensured governance in procurement and reduced our administrative workload in a tight labour market.

- Mdm Low Mui Lang, Executive Director, The Salvation Army Peacehaven Nursing Home.



Business Process Redesign

supports institutions embarking on work processes reviews to optimise job functions for greater efficiency and effectiveness. All **32** projects on the scheme as of December have achieved more than **10%** productivity gains each.



Job Redesign

supports institutions to review and reallocate job-related tasks and responsibilities to improve job satisfaction and productivity. Nursing roles that have been reviewed include Enrolled Nurses, Nursing Aides and Healthcare Assistants.



Some of the items that can be purchased as part of the Shared Procurement Services include gloves, wet wipes, alcohol handrub and diapers.

Photo courtesy of Ren Ci Hospital.

TYPES OF GRANTS	HEALTHCARE PRODUCTIVITY FUND - INTERMEDIATE AND LONG-TERM CARE	TOTE BOARD COMMUNITY HEALTHCARE FUND	COMMUNITY SILVER TRUST
STARTED IN	2012	2011	2011
			
WHAT IT COVERS	Supports initiatives which result in productivity improvements in operations and healthcare service delivery.	Provides up to 80% funding to programmes that improve preventive care, community care and the building of capabilities in healthcare services.	A dollar-to-dollar matching grant by the Government to enhance the services of VWOs in the Community Care sector.
AMOUNT	Over \$3 million awarded as of December 2015	Over \$134 million awarded as of December 2015	Over \$252 million matched as of December 2015
			
OUTCOMES	Over 100 projects have been supported by the fund as of December 2015	99 projects have been supported by the fund as of December 2015	77 organisations benefitted as of December 2015
			

Supporting our partners to care better

AIC partners our Community Care partners in various initiatives that enhance the quality of care services for our seniors.

Keeping seniors active in body and mind

Developed together with partners and professionals, the AIC Wellness Programme helps to keep seniors active in body and mind through various meaningful activities.

Following the introduction of visual arts and creative movement activities, museum-based activities have been piloted together with National Heritage Board's The Peranakan Museum (TPM) in July 2015 to offer enhanced opportunities for senior participants to reminisce and share memories.

This pilot was recognised as among the top 20 best international practices received for the International Council of Museums (ICOM) – Committee



↓ Participants have more opportunities to be exposed to new interests, including visual arts.



The Straits Times © Singapore Press Holdings. Reproduced with permission.

for Education and Cultural Action (CECA) Best Practice Award.

As of December 2015, over **30** Community Care organisations and some **120** staff have been trained to conduct visual arts sessions for their clients. Almost **70** staff from more than **20** organisations have also been trained to conduct creative movement exercises.

← Residents of Ling Kwong Home for Senior Citizens viewing the intricate nature of Peranakan dinner ware.

Photo courtesy of National Heritage Board / The Peranakan Museum.

Reducing fall risk

In 2015, **50** clients from four eldercare centres participated in the Falls Risk Management Programme which included group exercises to strengthen and improve their balance. As an enhancement to the programme, community pharmacists are now reviewing clients' medications to reduce medication-related fall risks. An estimated **70%** of all clients have shown improvement in their strength, balance and walking speed, which has translated into lower fall risk.

Good hygiene with clean hands

Around **100** staff from seven eldercare centres are now better equipped to ensure that the surroundings are clean and safe for seniors. The Hand Hygiene Programme improves staff competency and compliance in hand hygiene, and increases participants' awareness on hygiene matters.

Quality: Translating Vision to Action



← St Andrew's Community Hospital Manager of Inpatient Therapy Services Ms Anna Lee introduces her quality improvement poster to Dr Amy Khor at the event.

With support from Community Care organisations, the Intermediate and Long-Term Care (ILTC) Quality Festival 2015 was held on 14 October to encourage the sector to implement quality improvement as part of their regular work to improve care.

This fifth iteration of the event focused on the "how" of quality improvement. Distinguished local and overseas speakers from both the health and social care sectors shared their expertise and experiences in patient safety and quality improvement to over **500** professionals.

A toolkit for Quality

The Quality Improvement Toolkit handbook was launched at the ILTC Quality Festival 2015, and serves as a guide to basic quality improvement methodology and quality tools that our Community Care partners can adopt. Through it, we hope to empower our partners to embark on more quality improvement projects.



Support groups for dialysis patients

To help new dialysis patients become more able to adapt to the dialysis environment, Clinical Nurse Manager Ms Bindumol Joseph and her fellow nurses at the National Kidney Foundation (NKF) took the initiative to learn from medical social workers and start nurses' and peer-to-peer support groups so as to provide better psychosocial support to them.

66

Our relationships with our patients are now better. Because they trust us, they will more openly share their concerns. This allows us to identify problems early, and so help them earlier with the appropriate interventions,

- Ms Bindumol Joseph.

99

Bindumol and her team won the Gold Award at the ILTC Quality Festival 2015 Poster Competition for the Nursing Homes, Centre-based Facilities and Others category.



↑ Ms Bindumol Joseph and fellow colleagues in front of their winning poster at the ILTC Quality Festival 2015.

Chefs to spice up meals



The Singapore Chefs Association (SCA) has joined AIC in its ILTC Nutrition Movement and will help train Community Care cooks under a new Memorandum of Understanding (MOU) established. Starting from 2016, the SCA will train more

than **100** Community Care cooks over two years to improve their cooking skills and techniques. The cooks, who work at eldercare centres, nursing homes, and at our

home care partners, will also learn to cook in bulk for better productivity. This joint effort will lead to tastier and more nutritious meals for our seniors.



Dr Amy Khor with trainers and participants of the boot camps conducted for ILTC Nurtition Movement 2015.

Eat Well, Age Well, Live Well



A special edition cookbook was also launched at the 2015 ILTC Nutrition Movement. It honours Singapore families' food heritage – a tribute to the SG50 celebrations. Curated by Chef Eric Teo, the

"Eat Well, Age Well, Live Well" cookbook has **50** recipes tailored to meet the nutritional requirements of seniors, including soft diets for those with swallowing difficulties. The majority of the recipes are well-loved nostalgic dishes like Ngoh Hiang and Soto Ayam, which will bring to clients a touch of "home" during mealtimes. Recipes of modern, restaurant-worthy fare like Quinoa Salad with Avocado & Endives are included for variety. The recipes were contributed by 18 seniors and Community Care partners, 12 chefs and heritage restaurants including Red Star Restaurant, Islamic (Indian) Restaurant and Tambuah Mas.

THE COMMUNITY OF AIC





Here in AIC, our journey of engagement with employees never ends. Living and playing together, we foster a vibrant culture among our own, so that this truly becomes our second home.

With opportunities for upgrading and career development, we embrace lifelong learning and encourage each other to grow to our fullest potential. And we recognise and appreciate one another, celebrating our good work as we do our best for our clients, partners and stakeholders.



A VIBRANT CULTURE OF ENGAGEMENT

Bonding from the start

Zest Fiesta is AIC's quick introduction to all that new employees need to know about us. The one-day programme brings to life AIC's vision, mission and core values through interactive and fun activities. There are also lots of opportunities for colleagues from all divisions to bond.



Work hard, play hard

Here in AIC, we work hard and we play hard. The new **24**-member Club Z has been outdoing themselves with even more fun and meaningful activities to give Team AIC opportunities to bond with one another.

Showing off their handmade pop-up Christmas greeting cards. ↓



Movie nights, a Mid-Autumn Festival bazaar, mooncake-making workshop, and a Christmas lunch were but some of the many activities colleagues participated in.

Learning how to make mooncakes from our in-house "trainer". ↓



↓ The new Club Z!



Celebrating our 6th Birthday

AIC has come a long way since we were formed on 18 August 2009. To commemorate the occasion, Team AIC gathered for a birthday celebration, and it was a blast!





Getting from Good to Great

Team AIC had its annual Work Plan Seminar (WPS) on 25 May 2015. The Seminar marked several firsts. It was the biggest to date, with a turn-out of almost **500** colleagues coming together to learn, share and mingle with one another.



For the first time ever, we held an informative and insightful conversation with our partners from The Salvation Army and Ang Mo Kio Family Service Centre as a means to reflect upon the past year's achievements.

It was also an opportunity for us to identify ways to better serve our seniors and their caregivers. Backed by our renewed commitment to live out our PRIZED Team core values, we are getting from good to great in all that we do!





PERSONAL DEVELOPMENT

Learning Platforms

AIC organises monthly Learning Forums, Personal Productivity Talks and Good Practices sessions to help our staff work better and keep abreast of developments and other information in healthcare from Singapore and abroad. **30** such learning platforms were organised in 2015.



Learning Forums are held for staff to learn more about the healthcare landscape. Experts from various fields including academic professionals are invited to share their expertise and experiences. AIC staff also get to share their own studies and experiences.

Personal Productivity Talks allow staff to share practical tips that help maximise office

productivity through the use of computer-based tools. A new topic is covered every month.

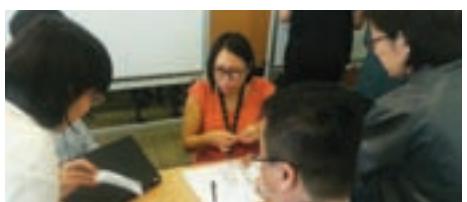
Good Practices is a series of talks organised quarterly to introduce staff to good practices and Standard Operating Procedures.

AIC Distinguished Speakers Series is a platform for staff

Participants learnt about quality of life and care in nursing homes from Professor John Morley of the Saint Louis University Medical Centre.



to gain new perspectives, inspiration and insights on specific topics from distinguished local and overseas speakers.



↑ Understanding more about the Personal Data Protection Act.



↑ Programme Evaluation Fundamentals by Dr Hayden Bosworth from Duke University.

AIC Formal Education Sponsorship

AIC colleagues believe in continuous learning and development, and are making good use of the sponsorships available for full-time and part-time courses leading to academic or professional qualifications at certificate, diploma, advanced diploma, degree, graduate diploma or masters level. In 2015, **seven** awards were given out, comprising two AIC scholarships and five AIC study awards.

66 I have broadened my mind through the course, learning from different perspectives how organisations like AIC can function better.

- Cindy Mah, Assistant Manager, Community Mental Health Division.

99

66 In AIC, there are always opportunities to learn and gain knowledge. With my study award, I was able to learn business analytics skills which now help me make better decisions in line with the needs of our clients and the Community Care sector.

- Germaine Wang, Senior Executive, Home & Primary Care Division.

99



↑ Cindy (front row, third from left) with her course mates. She completed her Master of Business Administration degree by the University of Lanchester in 2015.



↑ Germaine (second from right) completed her Master's Certificate in Business Analytics by George Washington University in 2015. She is here with her trainers and teammates.



RECOGNITION AND APPRECIATION

Star light, star bright

The Community Case Management Service (CCMS) won the PS21 Star Service Team award in October 2015. This prestigious award is given out annually to public officers for their exemplary service.

They were recognised for going above and beyond their duties in providing care services to an elderly couple. They have truly made a difference in the couple's lives!

The CCMS team with Chairman Dr Jennifer Lee (seated in the middle) and
↓ CEO Dr Jason Cheah (standing, left)



National Day Awards 2015

Deputy Chief Executive Officer Dr Wong Kirk Chuan received the Public Administration Medal (bronze) and Ann Yin from Care Transition Division (CTD) received the Long Service Medal. We thank them for their contributions to the Community Care sector.

56



←
Ann Yin receiving
her award from
Minister of State
for Health,
Dr Lam Pin Min.



↑ Deputy CEO Dr Wong Kirk Chuan with Senior Minister of State for Health and Manpower Dr Amy Khor.

PS (Health) Excellence (Team) Award

For their good work helping to implement the Pioneer Generation Package, four divisions from AIC – Home & Primary Care Division (HPD), Social Care Division (SCD), Corporate Services & Strategy Division (CSSD) and Information Technology Division (ITD) – as a team received the Ministry of Health's PS (Health) Excellence (Team) award.



Helping hoarders

Our Community Mental Health Division (CMHD) was conferred the Municipal Services Award on 29 September for its efforts in helping residents in the community with hoarding habits.



As part of the Anti-Hoarding Inter-Agency Team, AIC works closely with the Municipal Services Office (MSO), Housing and Development Board (HDB) and other agencies like the Ministry of Social and Family Development (MSF). We will assist to help residents with complex hoarding habits by referring them to mental health professionals for treatment.

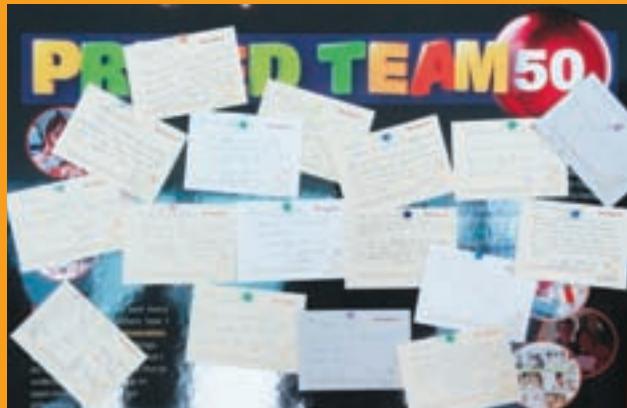
Service Par Excellence

Six AIC staff were conferred the Excellent Service Award (EXSA) – Silver in 2015 for their outstanding service. They are: Alvin Ang, Evelyn Tan, Penny Choong, Teo Hong Nee, Terence Lye and Zabeen Khan. This national award was launched by SPRING Singapore in 1994 and given out annually.



Saying “Thank You”

It is always nice to feel appreciated. To encourage Team AIC to show appreciation of their colleagues, PRIZED TEAM 50 was introduced at the Quarterly Management Forum in July. In just a month, some **300** appreciation notes were penned and shared with colleagues who exemplified the PRIZED Team core values.





Service ACES

We recognise colleagues for their outstanding service to clients and stakeholders both within and outside of AIC. Various awards are given out every quarter under the AIC Cares with Excellent Service (ACES) recognition programme. A new initiative in 2015, a total of **15** staff received their awards from the first two runs in July to December from a pool of over **500** nominations.

“Good service is both a science and an art. Instead of just looking at the problem, I focus on the possible solutions. I treat caregivers and patients as if they are my family members and give them my all.”

- Alan Ng, one of the winners.



OUR CONTRIBUTORS

ADVANCE CARE PLANNING STEERING COMMITTEE

CHAIRPERSON

Associate Professor **Pang Weng Sun**

Chairman, Medical Board,
Yishun Community Hospital,
Vice Dean (Clinical Affairs),
Lee Kong Chian School of
Medicine

VICE-CHAIRPERSON

Dr Angel Lee

Senior Consultant,
Department of
Palliative Medicine,
Tan Tock Seng Hospital

MEMBER

Dr Noreen Chan

Senior Consultant, Department of Haematology-Oncology,
National University Cancer Institute, National University Hospital

Associate Professor

Chin Jing Jih

Senior Consultant,
Divisional Chairman,
Integrative & Community Care
Director, Institute of Geriatrics & Active Ageing,
Tan Tock Seng Hospital

Dr Hong Wei Wei

Deputy Director,
Hospital Services Division,
Ministry of Health

A big thank you to our stakeholders and partners!

Our achievements have only been possible with your advice, guidance, expertise and contributions.

It has been our privilege to have worked alongside you in building a vibrant care community where our seniors can live well and age gracefully.

Dr Christopher Lien

Senior Consultant, Department of Geriatric Medicine,
Director, Community Geriatrics,
Changi General Hospital

Dr Jeremy Lim

Head, Health & Life Sciences,
Asia Pacific Region,
Oliver Wyman Group

Dr Norhisham Bin Main

Senior Consultant,
Department of Geriatric
Medicine, Ng Teng Fong
General Hospital

Ms Sumytra Menon

Senior Assistant Director,
Centre for Biomedical Ethics,
Yong Loo Lin School of Medicine,
National University of Singapore

Dr Dennis Seow

Head, Director & Senior
Consultant, Department of
Geriatric Medicine,
Singapore General Hospital

Dr Raymond Ng Han Lip

Consultant, Department of
Palliative Medicine,
Tan Tock Seng Hospital

Adjunct

Assistant Professor

David Sim Kheng Leng

Senior Consultant,
Department of Cardiology,
National Heart Centre Singapore

Dr Irwin Chung

Deputy Chief,
Care Integration Division,
Home First Group,
Agency for Integrated Care

AIC FACILITY MIDFUND COMMITTEE

CHAIRPERSON

Dr Loh Yik Hin

Chief Executive Officer,
St Andrew's Community Hospital

MEMBER

Mrs Wee Wan Joo

Mr Mohd Ali Bin Manmood

Sales Director,
Training & Consultancy,
Persatuan Pendi Islam Singapore
Social Services

Ms Lee Yoke Lan

Mr Tan Kim Kwang

Group Human Resource
Director, Ezion Holdings Limited

BALAJI SADASIVAN SELECTION COMMITTEE

CHAIRMAN

Ms Cindy Tan

Deputy Chief
Human Resource Officer,
Agency for Integrated Care

REPRESENTATIVE

Ms Jocelyn Pang

Senior Manager,
Programme Management
Temasek Cares CLG Limited

MEMBER

Ms Doris Chan

Assistant Director
(Continuing Education & Training),
Nanyang Polytechnic

Ms Florence Cheong

President,
Singapore Association of
Occupational Therapists

Ms Philomena Liew Meng Moi

Deputy Director,
Peri-Operative Services/
Integrated Building Services,
Changi General Hospital

Ms Vivian Lim

Vice-President, Singapore
Physiotherapy Association

Ms Mae Tang Sheue Yin

Course Manager/Section Head,
Nursing Department,
School of Applied & Health
Sciences, ITE College East

Mr Tay Wei Sern

Deputy Director,
Health Sciences Course Manager,
Allied Health, ITE College East

WORKGROUP AND ADVISORY COMMITTEE FOR IMPLEMENTATION GUIDE TO CENTRE- BASED CARE GUIDELINES

CO-CHAIR, MEMBER**Ms Carolina Png**

Deputy Director,
Allied Health, Ang Mo Kio-
Thye Hua Kwan Hospital

Mr Sairam Azad

Assistant Director,
Health & Senior Care, AWWA

MEMBER**Ms Doreen Yeo**

Head, Rehabilitation Allied
Health Services, Tan Tock Seng
Rehabilitation Centre,
Tan Tock Seng Hospital

Ms Eunice Tan

Manager, Special Projects,
Alzheimer's Disease Association

Ms Julie Ong

Manager,
NTUC NTUC Silver Circle @
Ci Yuan

**Ms Maimunah
Binte Mahpuz**

Medical Care Manager,
Metta Day Rehabilitation Centre
for Elderly

Ms Maureen Sit

Day Care Manager,
St. Hilda's Community
Services Centre

Ms Mina Lim

Deputy Director,
Community Programme,
St Andrew's Community Hospital

Mr Ong Heng

Director, Operations,
Econ Healthcare Group

**Ms Panneerselvam
Manchu**

Manager, Rehabilitation Services,
Man Fuh Tong Nursing Home

Ms Sharon Chen

Centre Manager,
SPD@Toa Payoh

Mr Stephen Chan

Centre Manager,
New Horizon Centre (Tampines)

Ms Yvonne Khoo

Associate Consultant,
Goshen Consultancy Services

ADVISOR**Associate Professor****Wong Wai Pong**

Programme Director
(Academic Programmes),
Singapore Institute of
Technology

Ms Florence Cheong

Head of Department,
Senior Principal,
Occupational Therapist,
Tan Tock Seng Hospital

Dr Philip Yap Lin Kiat

Director, Geriatric Centre,
Senior Consultant,
Khoo Teck Puat Hospital

Ms Lee Leng Noey

Deputy Chief Nursing Officer,
Ministry of Health

Ms Lee Jye Chyi

Senior Pharmacist (Clinical),
Tan Tock Seng Hospital

Mdm Low Mui Lang

Executive Director,
The Salvation Army, Peacehaven
Nursing Home & Peacehaven
Bedok Multi-Service Centre

Mrs Quek Ai Siew

Vice Chairman,
St Hilda's Community
Services Centre

Ms Ng Lay Ling

Assistant Director, Operations,
St Luke's ElderCare Ltd

**HOME CARE
COUNCIL****CHAIRPERSON****Dr Tham Weng Yew**

Clinical Director,
Care for Elderly Foundation

MEMBER**Dr Ang Yan Hoon**

Senior Consultant,
Geriatric Medicine,
Khoo Teck Puat Hospital

Dr Edwin Lim

Medical Consultant,
Tzu Chi Foundation (Singapore)

Ms Chan Mei Mei

Director of Nursing,
Home Nursing Foundation

Ms Sandra Chan

Divisional Director,
Home Care Service Division,
Thye Hua Kwan Moral Charities

Ms Fong Yoke Hiong

Assistant Director, Nursing,
Hua Mei Centre for Successful
Ageing, Tsao Foundation

Ms Tan Poh Leng

Senior Staff Nurse,
St. Andrew's Community
Hospital

Ms Tan Hui Ting

Principal Occupational Therapist,
Community Rehabilitation
Programme (CRP),
Tan Tock Seng Hospital

Ms Lena Lye Hsiew Ling

Senior Medical Social Worker,
Tan Tock Seng Hospital

Ms Sharon Chen

Centre Manager,
SPD@Toa Payoh

Ms Wong Li Peng

Head, Service Planning
& Development,
Touch Caregivers Support &
Touch Home Care

Ms See Yen Theng

Director, Regional Engagement &
Integration (REIT) Division,
Agency for Integrated Care

SUPPORTING EXPERT**Ms Florence Cheong**

President,
Singapore Association of
Occupational Therapists

**Associate Professor Wong
Wai Pong**

Programme Director
(Academic Programmes),
Singapore Institute of
Technology

Dr Chan Kay Fei

Senior Consultant,
Rehabilitation Medicine,
Tan Tock Seng Hospital

Dr Ian Leong

Head (Continuing &
Community Care),
Tan Tock Seng Hospital



OUR CONTRIBUTORS (CON'T)

Ms Lee Leng Noey

Deputy Chief Nursing Officer,
Ministry of Health

Ms Lee Jye Chyi

Member,
Pharmaceutical Society of
Singapore

Dr Ang Peng Chye

President,
Alzheimer's Disease Association

Dr Loh Yik Hin

Chief Executive Officer,
St Andrew's Community Hospital

INDEPENDENT CARE ASSESSMENT FRAMEWORK CLINICAL ADVISORY PANEL

CHAIRPERSON

Associate Professor

Gerald Koh

Director, Medical
Undergraduate Education,
Saw Swee Hock School of
Public Health

MEMBER

Dr Ang Yan Hoon

Senior Consultant,
Geriatric Medicine,
Khoo Teck Puat Hospital

Dr Ian Leong

Senior Consultant,
Geriatric Medicine,
Tan Tock Seng Hospital

INDEPENDENT CARE ASSESSMENT FRAMEWORK CONSULTATIVE COMMITTEE

CHAIRPERSON

Dr Irwin Chung

Deputy Chief, Care Integration
Division, Home First Group,
Agency for Integrated Care

MEMBER

Ms Lee Ngok Lin

Nurse Manager,
Khoo Teck Puat Hospital

Mdm Low Mui Lang

Executive Director,
The Salvation Army, Peacehaven
Nursing Home & Peacehaven
Bedok Multi-Service Centre

Ms Molly Koh Meow Ling

Head, Medical Social Services,
Jurong Community Hospital,
Jurong Health Services

Dr Ng Shu Ee

Consultant,
Division of Advanced Internal
Medicine (Geriatric Medicine),
National University Hospital

Dr Lester Leong

Assistant Director,
Medical Services,
Ang Mo Kio –
Thye Hua Kwan Hospital

INTERMEDIATE AND LONG-TERM CARE MANPOWER COUNCIL

ATTRACTION & RETENTION TASKFORCE (ARTF)

CO-CHAIRMAN

Dr R. Akhileswaran

Medical Director,
HCA Hospice Care

LEAD

Dr Khoo Chow Huat

Chief Executive Officer,
Orange Valley

MEMBER

Mr Victor Seng

Administrator,
St. Theresa's Home

Ms Olivia Tay

Group Chief
Human Resource Officer,
National Healthcare Group

Ms Karen Bek

Deputy Director, Home Care
Division (Care@Home),
NTUC Health

Ms Lynda Soong

Chief, Community Care
Development Division,
Agency for Integrated Care

Dr Seow Yong Tong

Chief, Quality Office,
Agency for Integrated Care
(Alternative member to
Ms Lynda Soong)

LEADERSHIP DEVELOPMENT TASKFORCE (LDTF)

CO-CHAIRMAN

Ms Loh Shu Ching

Chief Executive Officer,
Ren Ci Hospital

LEAD

Mr Tim Oei

Chief Executive Officer,
AWWA

MEMBER

Dr Ow Chee Chung

Chief Executive Officer,
Kwong Wai Shiu Hospital

Ms Tan Li Li

Executive Director
Singapore Association for
Mental Health

Dr Kelvin Phua

Interim Chief Executive Officer,
Ang Mo Kio –
Thye Hua Kwan Hospital

Mr Chern Siang Jye

Chief Corporate Officer &
Chief, Regional Engagement &
Integration Team (REIT) Division,
Agency for Integrated Care

Ms Angeline Thia

Deputy Director,
People Excellence,
Corporate Services & Strategy
Division, Agency for Integrated
Care (Alternate member to
Mr Chern Siang Jye)

INTERMEDIATE AND LONG-TERM CARE – UPGRADING PROGRAMME SELECTION COMMITTEE

CHAIRMAN

Mr Chern Siang Jye
Chief Corporate Officer &
Chief, Regional Engagement &
Integration Team (REIT) Division,
Agency for Integrated Care

MEMBER

Ms Florence Cheong
President,
Singapore Association of
Occupational Therapists

Associate Professor Chow Yeow Leng

Director, Education,
Alice Lee Centre for
Nursing Studies,
National University Hospital

Ms Susie Goh

Director of Nursing,
St Luke's Hospital

Ms Frances Hew

Senior Assistant Director,
Rehabilitation Department,
National University Hospital

Ms Kwek Puay Ee

Executive Secretary,
Singapore Nursing Board

Ms Theresa Lee

Executive Director,
Alzheimer's Disease Association

Ms Phua Puay Li

Director,
Manpower Planning & Strategy,
Ministry of Health

MEDICAL ADVISORY BOARD

CHAIRPERSON

Associate Professor Tan Boon Yeow

Medical Director,
St Luke's Hospital

MEMBER

Dr Lee Liang Tee
Clinical Director,
Ren Ci Community Hospital

Dr Kelvin Phua

Director, Medical Services,
Ang Mo Kio - Thye Hua Kwan
Hospital

Mdm Low Mui Lang

Executive Director,
The Salvation Army,
Peacehaven Nursing Home &
Peacehaven Bedok
Multi-Service Centre

Ms Lina Ma

Deputy Executive Director,
Lions Home for the Elders

Dr Matthew Ng

Consultant,
Department of Family Medicine
& Continuing Care,
Singapore General Hospital

Dr Joshua Kua Hai Kiat

Psychiatrist,
Raffles Counselling Centre

Dr Ee Chye Hua

Visiting Consultant,
Changi General Hospital

Dr Siew Chee Weng

Family Physician,
ElderPrime Medical Pte Ltd

Dr Derek Tse

Assistant Director,
Clinical Services,
SingHealth Polyclinics

Ms Susan Gui

Director of Nursing,
Villa Francis Home for the Aged

NATIONAL GENERAL PRACTITIONERS ADVISORY PANEL

CHAIRMAN

Professor Chee Yam Cheng

President,
NHG College

CO-CHAIRMAN

Dr Tham Tat Yean

Chief Executive Officer &
Family Physician,
Frontier Healthcare Group

MEMBER

Dr Wong Kirk Chuan
Deputy Chief Executive Officer,
Agency for Integrated Care

Dr Chng Shih Kiat

Medical Director,
Raffles Medical Group

Dr Leong Choon Kit

Family Physician,
Mission Medical Clinic

Dr Lee Yik Voon

Family Physician,
Lee & Tan Family Clinic &
Surgery

Dr Tan Tze Lee

Senior Physician,
The Edinburgh Clinic

Dr Tammy Chan

Family Physician,
TC Family Clinic

Dr Theresa Yap

Family Physician,
Yang & Yap Clinic & Surgery

Dr Wong See Hong

Family Physician,
Healthcare Medical Centre

Dr Chua Teo Ngee

Senior Physician,
Chua Medical Centre

Dr Wilson Eu

Family Physician,
Sennett Medical Clinic

Dr Kwong Kum Hoong

Family Physician,
Princeton Family Clinic

Dr Ng Wai Chong

Assistant Director,
Hua Mei Mobile Clinic

Dr Adrian Ee

Chief Executive Officer,
SingHealth Polyclinics

Dr Elaine Tan

Director,
Primary & Community Care,
Ministry of Health

Dr Pauline Neow May Yin

Senior Physician,
Mei Ling Clinic

Dr Sorinder Singh

Family Physician,
Drs Singh & Partners,
Raffles City Medical Centre,
Drs Singh & Partners,
Woodlands



OUR CONTRIBUTORS (CON'T)

Dr Jason Yap

Family Physician,
Shenton Medical Group

Dr Ho Han Kwee

Director,
Primary Care Development,
National University
Health System

Professor Julian Thumboo

Head & Senior Consultant,
Singapore General Hospital

Associate Professor

Chong Phui Nah

Chief Executive Officer, National
Healthcare Group Polyclinics

INTERMEDIATE AND LONG-TERM CARE QUALITY FESTIVAL ORGANISING COMMITTEE 2015

AIC SPONSOR

Dr Seow Yong Tong

Chief, Quality Office,
Agency for Integrated Care

CHAIRPERSON

Dr Lee Liang Tee

Clinical Director,
Ren Ci Hospital

CO-CHAIRPERSON

Ms Christina Loh

Nursing Director,
Man Fut Tong Nursing Home

MEMBER

Ms Ng Lay Ling

Assistant Director, Operations,
St Luke's ElderCare Ltd

Ms Gillian Beins

Senior Nurse Manager,
St Joseph's Home

Mr Ho Si Yu, John

Chief Operating Officer,
The Lenton Residence

Ms Chan Mei Mei

Director of Nursing,
Home Nursing Foundation

Ms Charity Chu

Senior Manager/Principal
Physiotherapist,
Day Rehabilitation Centre,
St Andrew's Community Hospital

STRATEGIC ADVISORY COMMITTEE FOR QUALITY IMPROVEMENT FOR THE ILTC SECTOR (SAC-QI)

CHAIRPERSON

Mr Chua Song Khim

Chief Executive Officer,
NTUC Health Co-operative Ltd

DEPUTY CHAIRPERSON

Associate Professor

Lee Kheng Hock

Medical Director,
Bright Vision Hospital

MEMBER

Mr Sairam Azad

Assistant Director,
Health & Senior Care,
AWWA

Ms Susan Gui

Director of Nursing,
Villa Francis Home for the Aged

Ms Chin Soh Mun

Head Nursing Services,
Dover Park Hospice

Ms Sim Teck Meh Jenny

Group Director of Nursing,
Ren Ci Hospital

Dr Chow Mun Hong

Director, Innovation & Quality
Management, Singapore Health
Services

Associate Professor

Ong Biauw Chi

Senior Consultant,
Department of Anaesthesiology,
Singapore General Hospital,
Chairman, Medical Board,
Sengkang Health, Singapore

Dr Seow Yong Tong

Chief, Quality Office,
Agency for Integrated Care

Associate Professor

Tan Boon Yeow

Medical Director,
Medial Division,
Chairman, Medical Board,
St Luke's Hospital

Ms Cheong Choy Fong

Director,
Quality & Risk Management,
Khoo Teck Puat Hospital

Associate Professor Sophia

Ang Bee Leng

Senior Consultant, Anesthesia,
Vice Chairman, Medical Board
Patient Safety & Quality,
National University Hospital

SHARED PROCUREMENT SERVICES COMMITTEE

CHAIRMAN

Ms Lynda Soong

Chief, Community Care
Development Division,
Agency for Integrated Care

CHAIRMAN DESIGNATE

Dr Seow Yong Tong

Chief, Quality Office,
Agency for Integrated Care

VICE-CHAIRPERSON

Mdm Low Mui Lang

Executive Director,
The Salvation Army, Peacehaven
Nursing Home & Peacehaven
Bedok Multi-Service Centre

MEMBER**Mr Richard Quah**

Centre Director,
All Saints Home (Yishun)

Brother Thomas Chia

Assistant Director of Nursing,
St Theresa's Home

Mr Kim Yap

Chief Operating Officer,
Sree Narayana Mission
(Singapore)

Ms Lee Kah Yan

Senior Procurement Executive,
Bright Vision Hospital

Mr Tan Kok Hwa

Assistant Director,
Kwong Wai Shiu Hospital

Ms Lina Ma

Deputy Executive Director,
Lions Home for the Elders

Ms Susan Gui

Director of Nursing,
Villa Francis Home for the Aged

Ms June Lim

Assistant Director,
Institute of Mental Health

**SHARED
PROCUREMENT
TENDER
EVALUATION PANEL**

CHAIRPERSON**Ms Susan Gui**

Director of Nursing,
Villa Francis Home for the Aged

CHAIRMAN DESIGNATE**Mr Edwin Yeo**

Executive Director,
Tai Pei Social Service

MEMBER**Sister Gillian Beins**

Senior Nurse Manager,
St Joseph's Home

Ms Christina Loh

Director of Nursing,
Man Fut Tong Nursing Home

Ms Winnie Koh

Administrator,
Moral Home for the Aged Sick

Ms Lai Foong Lian

Director of Nursing,
Jamiyah Nursing Home

Mr Dennis Tong

Operations Manager,
Bright Hill Evergreen Home

**SOCIAL AND
HEALTH
MANPOWER
DEVELOPMENT
PROGRAMME –
INTERMEDIATE AND
LONG-TERM CARE**

CHAIRMAN**Dr Jason Cheah**

Chief Executive Officer,
Agency for Integrated Care

MEMBER**Dr Wong Kirk Chuan**

Deputy Chief Executive Officer,
Agency for Integrated Care

Ms Ang Bee Lian

Director of Social Welfare,
Ministry of Social & Family
Development

Mr Gribson Chan

Deputy Director, Rehabilitation,
St Luke's Hospital

Mr Dennis Hsu

Director,
Clinical Support Services,
National University Hospital

Dr Lee Cheng

Vice Chairman, Medical Board
(Clinical), Senior Consultant,
Psychiatrist, Department of
Community Psychiatry,
Programme Director,
Community Mental Health,
Institute of Mental Health

Ms Ng Gaik Nai

Deputy Group Chief Nurse,
SingHealth, Chief Nurse,
Nursing Division,
KK Women's & Children's
Hospital

Dr Ng Li Ling

Senior Consultant,
Department of
Psychological Medicine,
Changi General Hospital

Ms Susan Niam

Chairperson,
Allied Services & Pharmacy,
Tan Tock Seng Hospital

Ms Phua Puay Li

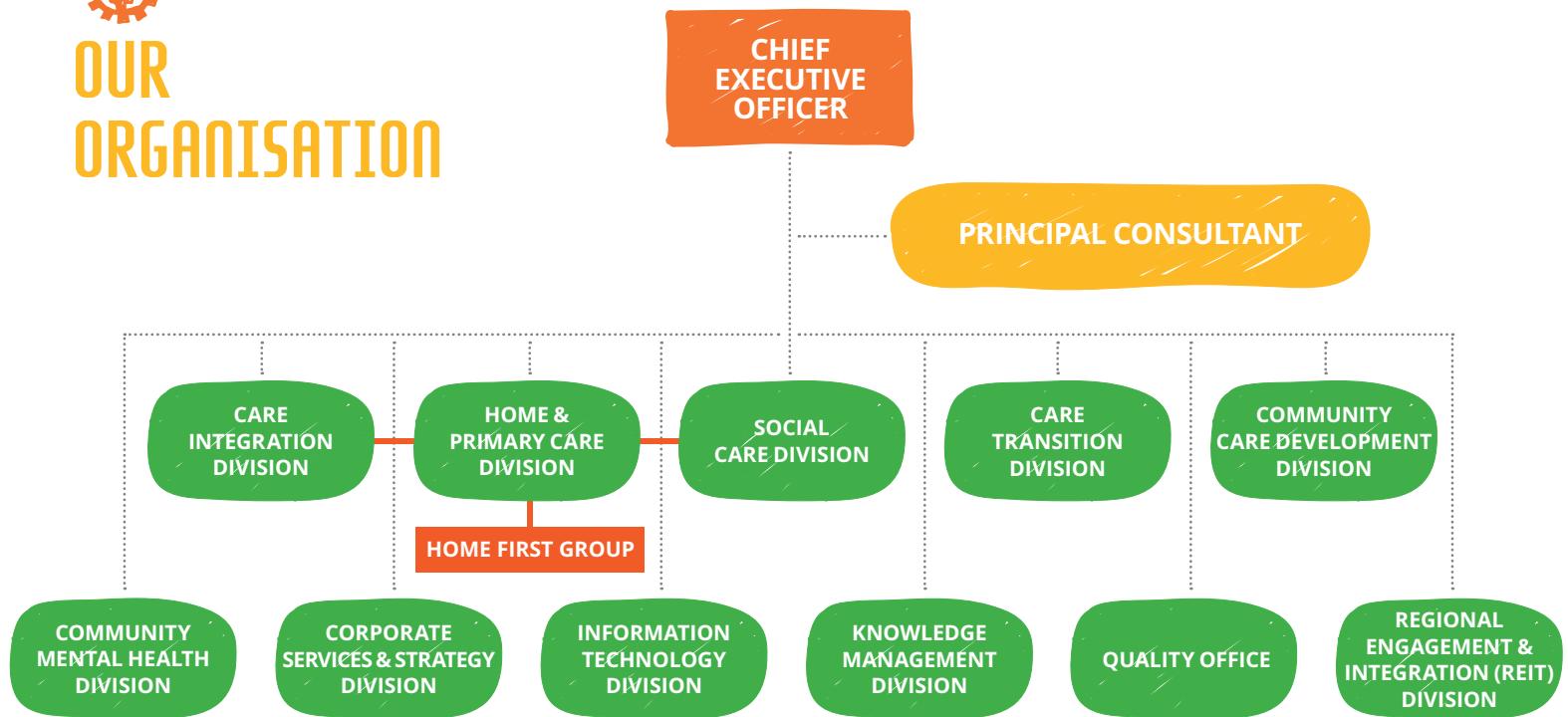
Director,
Manpower Planning & Strategy,
Ministry of Health

Ms Alison Sim

Director, Nursing Services,
St Andrew's Community Hospital



OUR ORGANISATION



CARE INTEGRATION DIVISION

The Care Integration Division manages new models of care, services and programmes in the sector. The division also oversees development of care services and programmes.

66

HOME & PRIMARY CARE DIVISION

The Home and Primary Care Division works with partners to jointly create a more seamless and integrated healthcare system through facilitating integration projects involving partners across the primary, acute, community and home care sectors, and the development of home and primary care sectors.

SOCIAL CARE DIVISION

The Social Care Division oversees the planning and development of the social care sector for the elderly. The division also looks into the administration of schemes to help caregivers, and provides referral services to social day care centres, home help and senior home care.

CARE TRANSITION DIVISION

The Care Transition Division manages all client referrals to the appropriate eldercare services and works with partners to ensure a smooth and seamless transition of care for clients. The division also administers funding schemes supporting care transitions.

COMMUNITY CARE DEVELOPMENT DIVISION

The Community Care Development Division, in partnership with service providers, works actively towards building an excellent community healthcare sector through initiatives that enhance its workforce and organisational capabilities, bettering effectiveness and efficiencies with continuous improvements.

COMMUNITY MENTAL HEALTH DIVISION

The Division works with partners to strengthen and build up the range of community mental health support mechanisms and services to enable person-centred integrated care to be delivered in the community and provide support for clients and their family members.

CORPORATE SERVICES & STRATEGY DIVISION

The Corporate Services and Strategy Division supports AIC and divisions to achieve their desired outcomes, objectives and goals. The division comprises Corporate and Marketing Communications, Corporate Development, Finance and Administration, Human Resource, and People Excellence Departments.

INFORMATION TECHNOLOGY DIVISION

The Information Technology Division enables AIC and its primary care and Community Care partners to use the efficiency and analytical capabilities of Information Technology to achieve their strategic goals and to operate as effectively as possible.

KNOWLEDGE MANAGEMENT DIVISION

The Knowledge Management Division builds up information and knowledge resources for AIC and the Community Care sector to guide policy, planning and action. It also analyses data information to improve care delivery in the Community Care sector.

QUALITY OFFICE

The Quality Office drives AIC's efforts to improve and uphold the quality of care and standards in the Community Care sector. It works with the sector's service providers to develop quality benchmarks across the various care settings, and partners the sector on initiatives to improve the quality of care provided. It also cultivates and recognises the efforts of service providers in improving quality.

REGIONAL ENGAGEMENT & INTEGRATION (REIT) DIVISION

The Regional Engagement and Integration Division plays a critical role in AIC's outreach and engagement efforts with providers. It provides holistic support to the development of the six Regional Health Systems, connecting care services within the different regions of Singapore to better integrate care for clients.



BOARD OF DIRECTORS



01 Dr JENNIFER LEE
Chairman

03 Mr CHUA CHIN KIAT
Board Member

05 Mr GREGORY VIJAYENDRAN
Partner,
Rajah & Tann LLP

02 Mdm CHUA FOO YONG
Board Member

04 Dr ANG SENG BIN
Head & Consultant Family Physician, KK Women's & Children's Hospital

06 Ms MAZNAH MASOP
CEO, Persatuan Permudi Islam Singapura
(up to 22 January 2016)



07 Ms TAN HWEE BIN

Executive Director,
Wing Tai Holdings Limited

09 Mr DANIEL SOH

Board Member

11 Professor ALFRED CHAN

Director, Asia-Pacific Institute of
Ageing Studies, Lingnan University &
Chairman, Elderly Commission, Hong
Kong Special Administrative Region

**08 Associate Professor
CHIN JING JIH**

Divisional Chairman,
Integrative & Community Care
Tan Tock Seng Hospital

10 Ms THERESA GOH

Managing Partner,
ThreeSixty Partnership

12 Ms TEOH ZSIN WOON

Deputy Secretary (Development),
Ministry of Health



SENIOR MANAGEMENT



01 Ms LEE MENG HAR

Deputy Chief, Knowledge Management Division

02 Dr JASON CHEAH

Chief Executive Officer

03 Ms WINIFRED LAU

Director, Home & Primary Care Division

04 Dr WONG KIRK CHUAN

Deputy Chief Executive Officer & Covering Chief, Home & Primary Care Division

05 Ms CAROL CHOI

Director, Finance

06 Mr IVAN CHIN

Deputy Director, Corporate & Marketing Communications

07 Mr ANDY SEET

Director, Corporate & Marketing Communications

08 Ms YEO LI LI

Deputy Director, Finance

09 Ms SEE YEN THENG

Director, Regional Engagement & Integration Division

10 Ms IVY LOK

Deputy Director, Care Transition Division

11 Dr SEOW YONG TONG

Chief, Quality Office & Deputy Chief, Community Care Development Division

12 Ms ANGELINE THIA

Deputy Director, People Excellence Office

13 Mr CHERN SIANG JYE

Chief Corporate Officer & Chief, Regional Engagement & Integration Division



14 Mr KELVIN LIM
Chief, Social Care Division

15 Ms CAMELIA POH
Head, Corporate Development
(up to 15 January 2016)

16 Mr WILFRED TAN
Acting Chief
Information Officer

17 Ms REBECCA CHONG
Deputy Director, Community Mental Health Division

18 Ms LYNDA SOONG
Chief, Community Care Development Division

19 Ms LOK YOKE HAR
Deputy Director, Community Care Development Division

20 Ms CHUA MUI LEE
Deputy Director, Human Resource

21 Mr DAVID WONG
Deputy Director, Information Technology Division

22 Dr IRWIN CHUNG
Deputy Chief,
Care Integration Division

23 Dr TAN WENG MOOI
Chief, Community Mental Health Division

24 Dr WONG LOONG MUN
Principal Consultant & Chief, Care Transition Division

25 Ms CINDY TAN
Deputy Chief
Human Resource Officer

26 Mr DARREN YEONG
Deputy Director,
Social Care Division

CORPORATE SITES

Agency for Integrated Care

www.aic.sg

www.facebook.com/AICsingapore

AFFILIATED SITES

AIC Learning Institute

www.aic-learn.sg

AIC LinkedIn

www.linkedin.com/company/agency-for-integrated-care-singapore

Community Health Assist Scheme (CHAS)

www.chas.sg

1800-ASK-CHAS

(1800-275-2427)

Carers SG

www.facebook.com/CarersSG

Care Careers

www.carecareers.sg

Primary Care Pages

www.primarycarepages.sg

Singapore Silver Pages

www.silverpages.sg

Agency for Integrated Care

5 Maxwell Road
#10-00 Tower Block
MND Complex
Singapore 069110

Singapore Silver Line:
1800-650-6060

Email:
enquiries@aic.sg

Website:
www.aic.sg

Facebook:
www.facebook.com/AICsingapore